



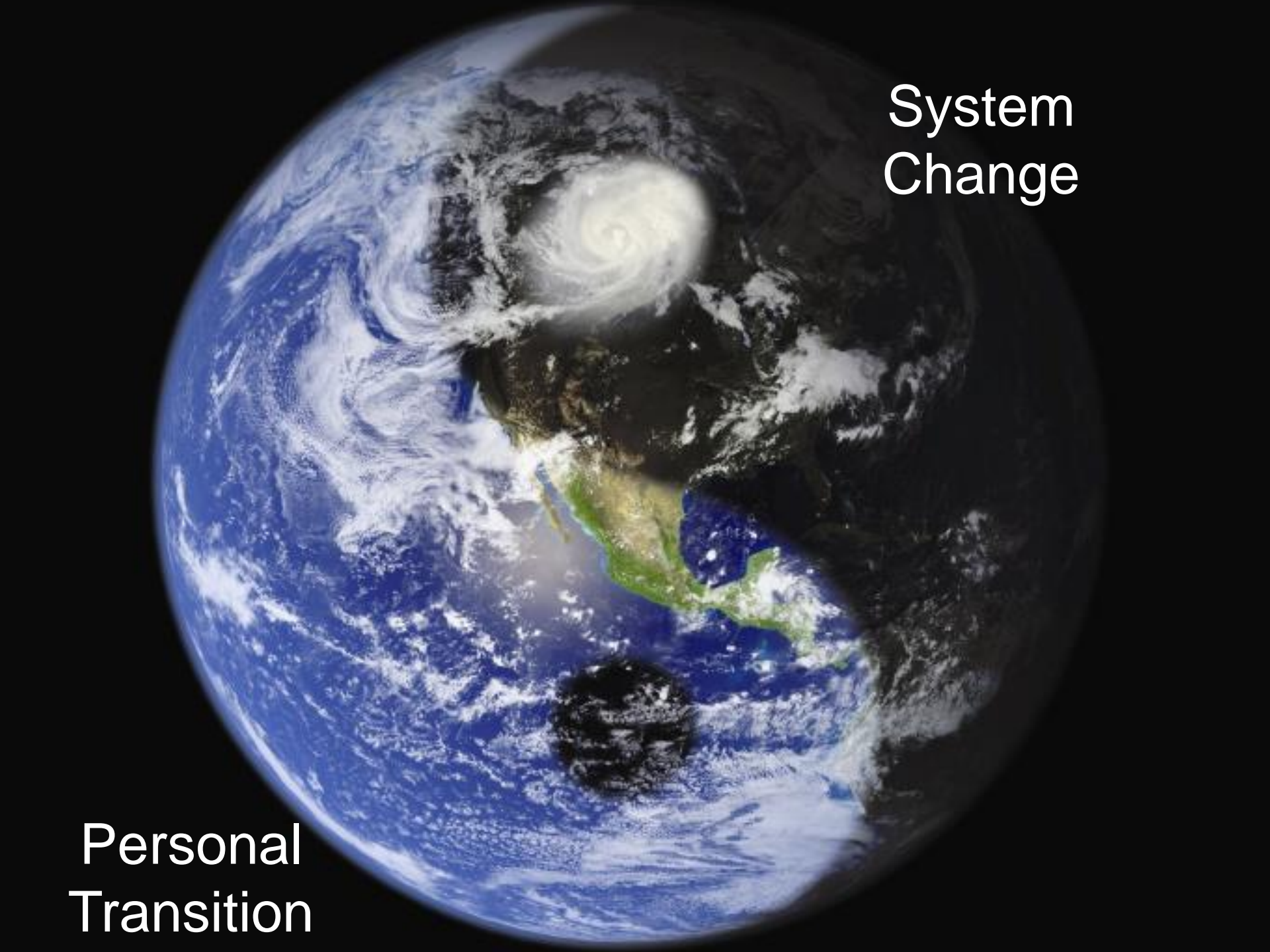
# ***SAMHSA-HRSA Center for Integrated Health Solutions***

## **Successful Change**

Primary Care Behavioral Health Integration

September 26, 2013

Jeanne Supin & Mohini Venkatesh

A satellite image of Earth from space, showing a large, swirling hurricane over North America. The hurricane has a distinct eye and spiral cloud bands. The landmasses of North and South America are visible, with the Atlantic Ocean to the east. The text "System Change" is overlaid in the top right corner.

System  
Change

Personal  
Transition

**I/S Let's Keep It!**



**I/N Let's Think Differently!**



**E/S Let's Do It!**



**E/N Let's Change It!**



# Transitions

## William Bridges

Endings

Neutral  
Zone

Beginnings



# Hardwired for Resistance

Creating Separations  
Maintaining Stability

Approaching Opportunities

Avoiding Threats



# CLASH!!

## Hard-Wired

Creating Separations  
Maintaining Stability

Approaching Opportunities

Avoiding Threats

## Reality

Everything is Connected  
Everything Keeps Changing

Opportunities are Elusive or  
Not As Great As We  
Dreamed

Threats are Inescapable  
and Not As Bad As We  
Fear





Exhausted

Confused

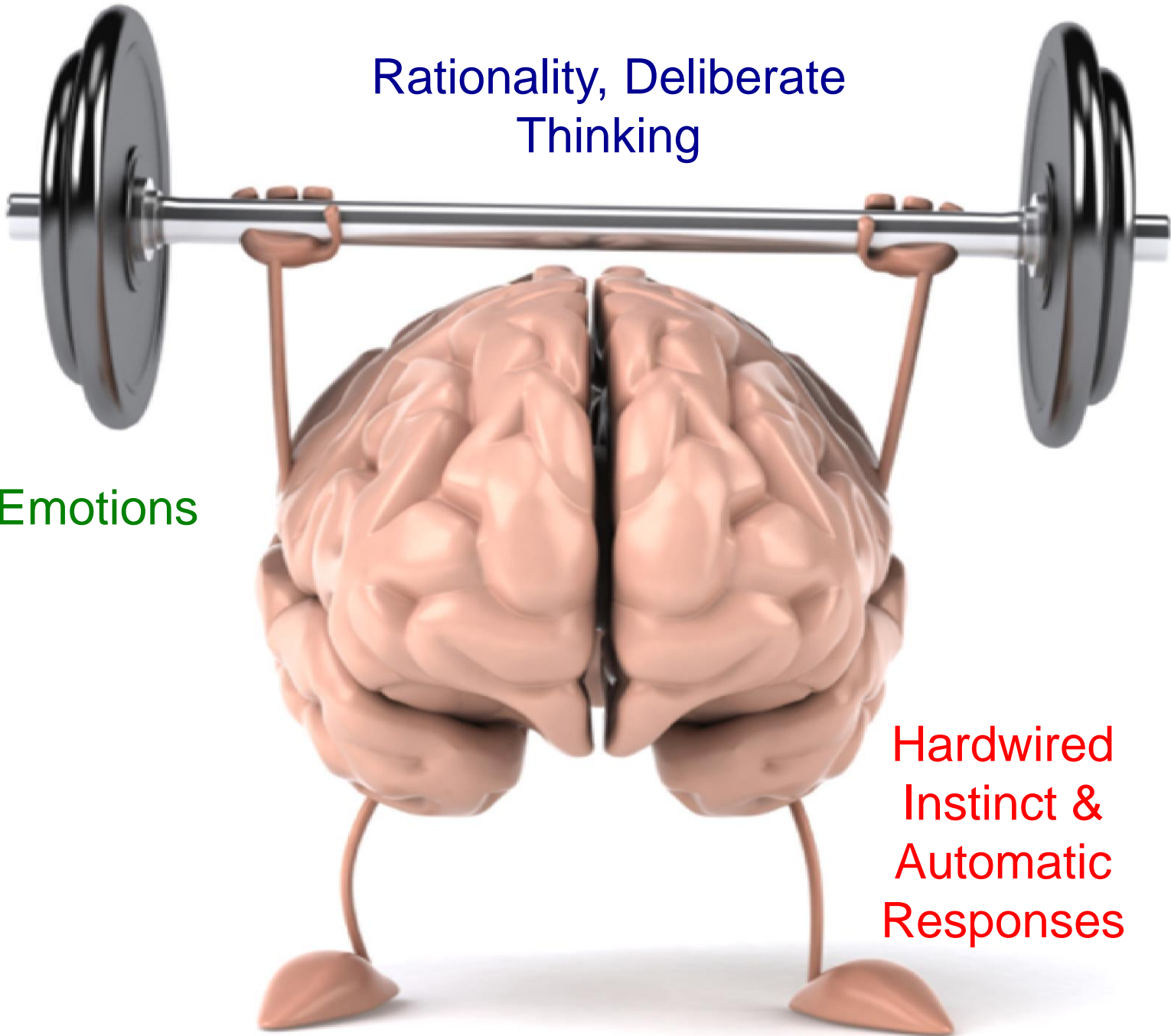
Paralyzed



Rationality, Deliberate  
Thinking

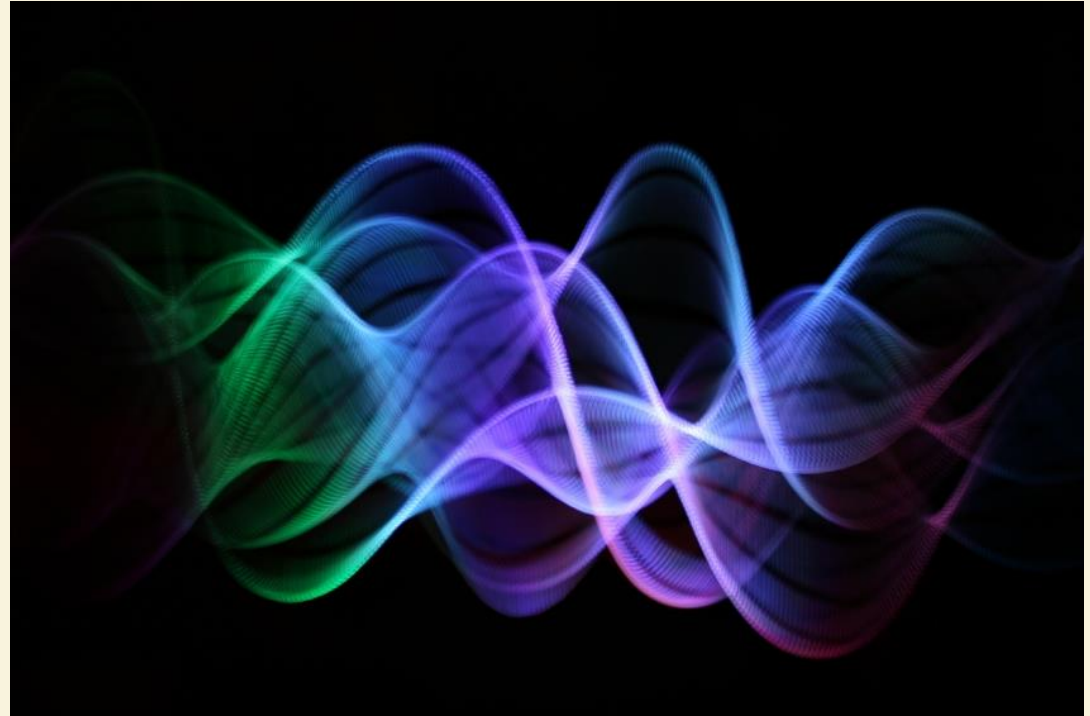
Emotions

Hardwired  
Instinct &  
Automatic  
Responses



# Activate PSN, “Rest & Digest”

Relax tongue, jaw  
Slightly part lips  
Touch lips



# From Separation to Connection

Don't assume, ASK  
Listen  
In "Their" Shoes &  
Similarities  
Kind Wishes



# Help People Feel In the Loop

We say “Better  
Communication”

We mean “Knowing  
What’s Up” “Knowing  
What’s Expected” “No  
Surprises” “Feeling In  
the Loop”

So ask staff what will  
help them feel more  
in the loop?





# From Rigid Stability to Leaning Into Change

Be Curious  
You're Okay Right Now  
Say Yes  
Risk the Dreaded



# From Negative to Positive

Be Mindful

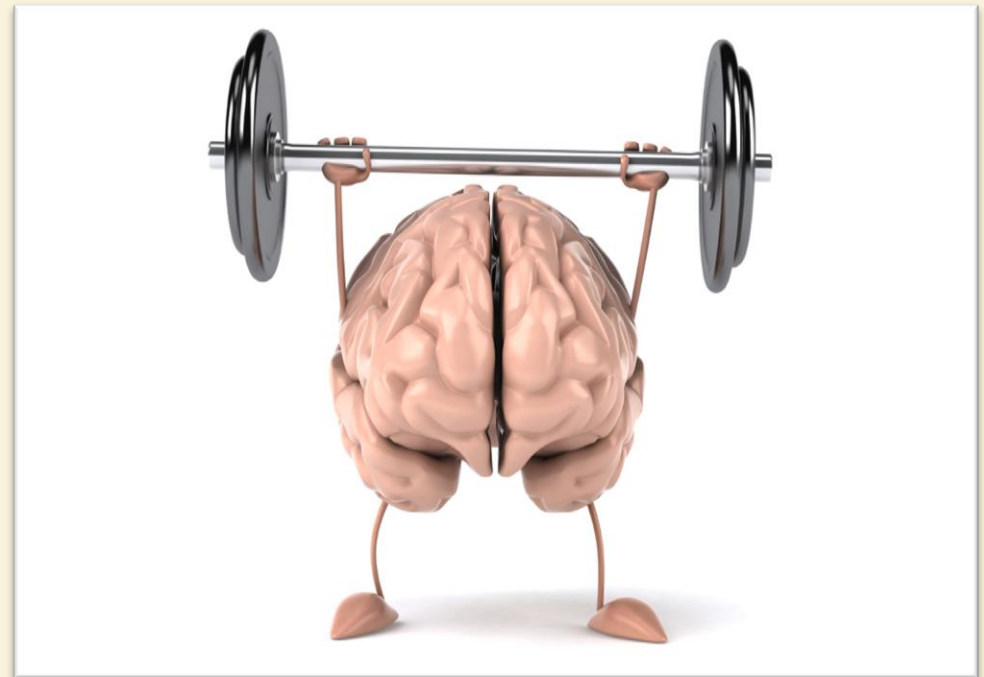
Be Glad

Turn good Facts into good  
Experiences & Feelings



# Integrating All Brain Parts

Smile  
Prep your Intention  
Be positive



# Positivity

Balance inquiry (asking questions)  
with self-advocacy (stating your  
own view)

Balance outward & inward focus

Be positive (6:1)



# Self Care

- Sleep
- Self-Compassion
- *“I trust ...”*
- *“I’m grateful for ...”*
- *“I promise to remember all the good work I’ve done in the past, even if I do something different in the future”*

System  
Change



# 4 Elements of System Change

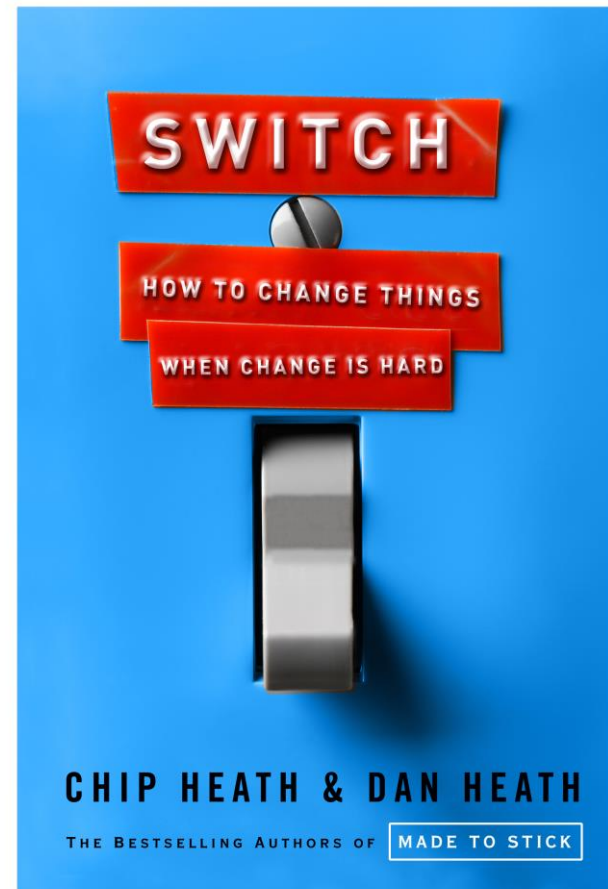
Comprehensive Plan (Kotter's 8 Elements)

Adaptive Leadership

## 3-Part Strategy

Project Management

Strategy  
Direct the Rider  
Motivate the  
Elephant  
Shape the Path







## Point to Destination

- Simple
- Rational
- Unambiguous

## Find the Simple Bright Spots

- Who's already doing this well? Copy them.
- What were the key things that helped you get through other changes?

## Script the Critical Moves

- Easy procedures, steps
- Don't require concentration or willpower



Find the Feeling  
Shrink the Change  
Grow People



Tweak the  
environment

Build habits

Rally the herd



# Example: Integrated Care

**WE KNOW** those with mental illnesses in the last year are at greater risk for physical illnesses including high blood pressure, diabetes, asthma, and strokes.

**WE KNOW** integrated early screening and treatment for both mental and physical illnesses can stop this trajectory.

**WE WANT** integration.

And yet **WE STRUGGLE** with cultural and “people” clashes during implementation.



# Confusing the Rider

Those with mental illnesses in the last year are at greater risk for physical illnesses including high blood pressure, diabetes, asthma, and strokes. So we plan to co-locate some nurse practitioners, integrate screenings and do some education. But we don't know who, when, or how yet. We just know this is a great idea.





Blood pressure screenings  
for all those (100%) who  
have episode of major  
depression

% found to have high blood  
pressure

% who accept treatment

% who subsequently have  
normal blood pressure 6  
& 12 months later

% healthy in 24 months

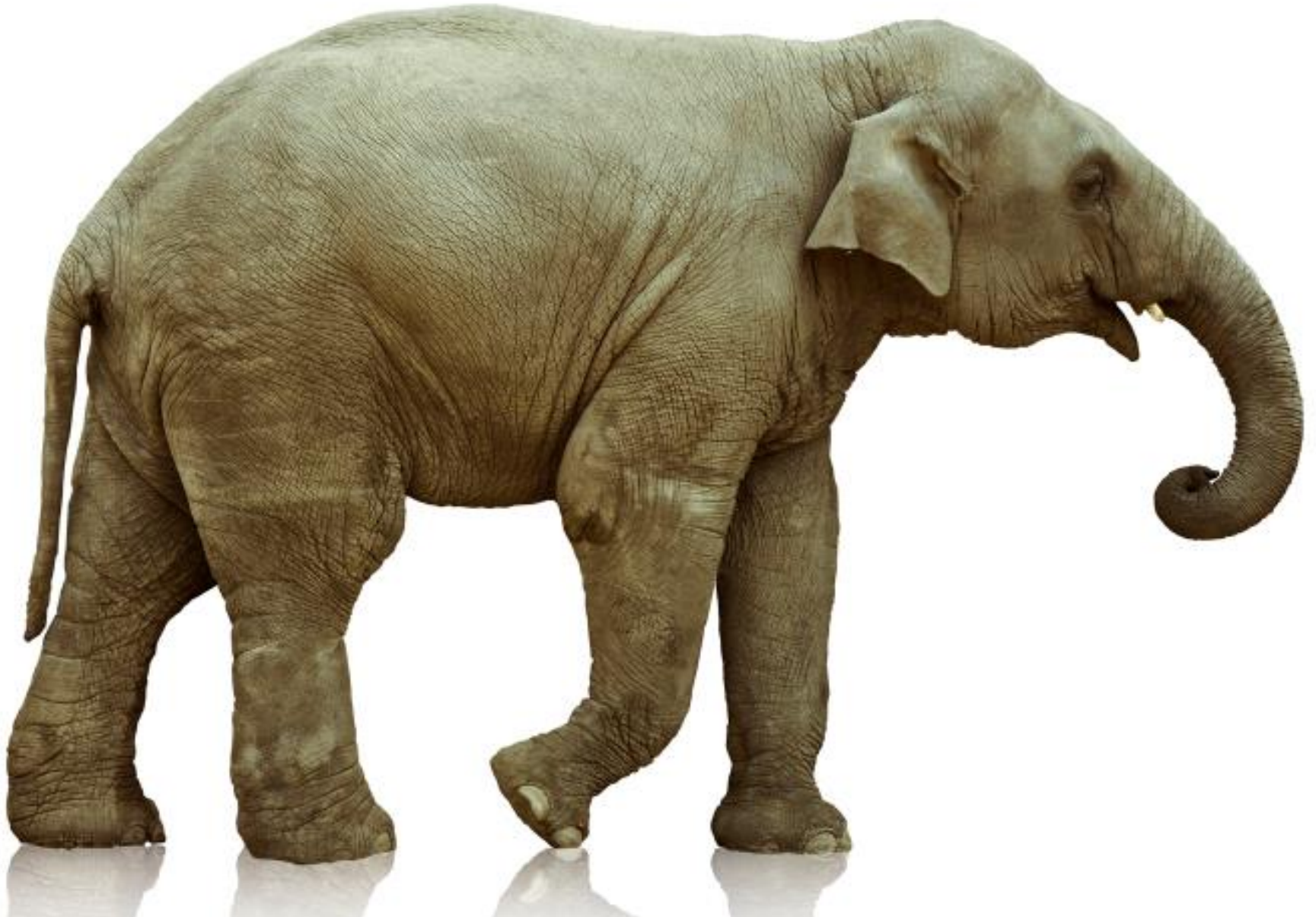
There are significant correlations between mental illnesses and increased health risks there are a dozen things we can do and they're all complex & sophisticated we're going to demand instant change and when you flounder we'll assume you're too resistant or unskilled to do it effectively anyway ... ZZZZZZZZZZZZ

...





Let's stop high blood pressure **now!**





I don't know what to do!!  
Where are the screening  
tools!?  
Where's the nurse?



What do I say to clients?  
How do I document?  
What's the code?

Written description & lively training about the risks of high blood pressure and how early screening and treatment works!

Script and tip sheet for talking with clients.

Pre-set flags & prompts in health records.

Protocol for immediate access to a nurse practitioner.

Coding instructions and pre-set data fields with drop down menus.

Plenty of practice time.

Real-time progress, results & celebration widely shared.

# Project Management

- People
- Resources
- Time
- Money
- Scope

**Jeanne Supin**  
**Conscious Now!**  
**[www.supin.com](http://www.supin.com)**

**Mohini Venkatesh**  
**National Council for Behavioral Health**  
**[www.thenationalcouncil.org](http://www.thenationalcouncil.org)**